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ABSTRACT

This resource guide is a product of a research project whose goal was to create entrepreneurship training components for use in vocational instructional programs at the secondary level. Designed to accompany the 36 instructional modules, this resource guide lists all entrepreneurship materials identified during the literature review phase of the project. The guide includes both materials that were used specifically in writing modules and those that provided general background information. This guide is divided into five sections. The introduction explains the purpose of the literature review, describes search procedures and the review process, and describes the organization of the resource guide. The annotated references section includes abstracts of individual general entrepreneurship materials and describes small business series--large collections of pamphlets or manuals developed by entrepreneurship-oriented organizations. The additional references section gives citations for general entrepreneurship (followed by a brief phrase giving the type of material and target population) and entrepreneurship applied to specific businesses (followed by the names of the specific businesses discussed). The institutions section lists mailing addresses for organizations involved in entrepreneurship. The index to business-specific reference lists specific businesses for which existing entrepreneurship materials have been identified. (CT)

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Entrepreneurship Training Components

Resource Guide

of

Existing Entrepreneurship Materials

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Resource Guide

of

Existing Entrepreneurship Materials

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May 1981

Developed at the American Institutes for Research
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Office of Vocational and Adult Education
U.S. Department of Education

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PREFACE

This resource guide is a product of a research project conducted by the American Institutes for Research entitled "Development of Entrepreneurship Training Components for Vocational Education." Conducted for the Office of Vocational and Adult Education of the U.S. Department of Education, this project's goal is to create entrepreneurship training components for use in vocational instructional programs at the secondary level. The project seeks to address the following problems: (1) the high failure rate of small businesses in the United States; (2) the lack of instructional materials for high school students related to career exploration and skill development in entrepreneurship; and (3) the low rate of participation in small business ownership by women and ethnic minorities.

Activities centered around three major project objectives:

- to develop one core entrepreneurship module and 35 business-specific modules (the Getting Down to Business series) for use in the seven major vocational disciplines at the secondary level;
- to determine the effectiveness of these materials by field testing them at sites representing a wide range of possible users; and
- to create awareness of the materials' availability and encourage their use in secondary-level vocational courses.

Designed to accompany the 36 instructional modules, this resource guide lists all entrepreneurship materials identified during the literature review phase of the project. The guide includes both materials that were used specifically in writing modules and those that provided general background information. Teachers who use the Getting Down to Business modules in their vocational classes and who want further information on entrepreneurship may wish to refer to this guide for additional relevant references. The guide may also be of value to school administrators, curriculum specialists, and other persons interested in entrepreneurship education. A Handbook on Utilization, designed to provide direction in use of the materials for people conducting inservice education programs, has also been developed by staff.

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I. INTRODUCTION

Purpose of the Literature Review

The literature review was undertaken to fulfill several major project needs. First, the literature review provided staff with an overview of existing instructional materials on entrepreneurship so that new materials could be developed to fill gaps. Second, the literature review provided background information about essential entrepreneurship skills and current teaching strategies in entrepreneurship education. Third, the identified resources served as a source of information for all new general and business-specific materials developed during the project.

Search Procedures

Materials were identified by means of a DIALOG computerized literature search, a manual search of curriculum catalogs, and recommendations by government officials, educators, and other experts in the areas of vocational education and entrepreneurship.

A literature search of the ERIC (Educational Resources Information Centers) data base in the DIALOG computerized information retrieval system, supplemented by a manual search of noncomputerized terms, was conducted using descriptors and identifiers such as vocational education, entrepreneurship, and small business. Microfiche of ERIC documents identified from this search were reviewed at a local library, and hard copies of relevant references were ordered. Materials were determined to be relevant if they (1) covered essential skills of small business ownership and management and (2) aimed instruction at secondary, postsecondary, or adult audiences. (Although the final products were to be used by secondary students only, it was felt that since existing secondary materials were relatively scarce, a broader base of materials should be collected initially.)

In addition, staff also contacted project consultants and advisors, ED program specialists, government agencies such as the Small Business Administration and the U.S. Department of Commerce, and various vocational education groups to obtain nominations of existing entrepreneurship materials. Numerous curriculum catalogs were also obtained from instructional materials centers in various states and were reviewed for listings of general entrepreneurship and business-specific materials. Certain private organizations such as Junior Achievement, Bank of America, and Pepsico, and certain commercial publishers specializing in secondary or postsecondary business management texts were also contacted. Approximately 500 materials were actually obtained and entered into the AIR Entrepreneurship Resource Library.

Review Process

All materials in the Entrepreneurship Resource Library were given a preliminary review and were categorized as (1) general entrepreneurship materials, (2) business-specific materials, or (3) bibliographies. Business-specific materials were further classified by the seven vocational disciplines and by specific business, if possible.

General entrepreneurship materials were then reviewed in detail by project staff using the following criteria: type of material; target population; clarity, accuracy, and comprehensiveness of content; appropriateness to the target population; verbal and visual fluency; usefulness and versatility; and bias. Ratings and comments were recorded on document review sheets, which served as the basis for determination of the specific needs for module development. Review sheets also aided staff in making the final selection of materials that would be valuable resources during module development.

Business-specific materials were also reviewed by similar methods. Bibliographies were searched for other relevant references, which were then obtained.

Organization of the Resource Guide

This guide is a comprehensive listing of all materials collected during the literature search that were considered to be valuable sources of entrepreneurship information. The guide consists of five sections: I. introduction; II. annotated references; III. additional references; IV. institutions; and V. index to business-specific references.

Section II--Annotated References contains descriptions of materials considered by project staff to provide particularly useful information about small business ownership and management. This section is divided into two parts. The first section includes abstracts of individual general entrepreneurship materials. The second section describes small business series--large collections of pamphlets or manuals developed by entrepreneurship-oriented organizations.

References are numbered sequentially throughout the entire guide. Within each section, references are listed alphabetically by author. For annotated references, detailed information about their availability is provided--name and address of originator, number of pages, and current price. For documents available from ERIC, ED accession numbers are given. Persons interested in these materials should refer to the appropriate ERIC index for prices and other ordering information. The mailing address for ERIC appears in the list of institutions in Section IV.

Section III--Additional References lists citations of other useful entrepreneurship materials collected by project staff. Resources included

concern (a) general entrepreneurship and (b) entrepreneurship applied to specific businesses. Citations for general entrepreneurship references are followed by a brief phrase giving the type of material and target population (e.g., instructor's guide--secondary students). For business-specific references, citations are followed by the names of specific businesses discussed.

Section IV--Institutions lists names, addresses, phone numbers, and contact persons (if available) of organizations currently involved in the development, field testing, or dissemination of entrepreneurship materials.

Section V--Index to Business-Specific References lists specific businesses for which existing entrepreneurship materials have been identified. After each business, the numbers of relevant references listed in this guide are noted.

II. ANNOTATED REFERENCES

General Entrepreneurship Materials

The following materials were considered particularly helpful in obtaining information about small business ownership and management. Most contain a clear, comprehensive coverage of essential entrepreneurship skills. Materials listed in this section were used to develop specific AIR entrepreneurship modules or as key general background references.

Some materials in this section have been developed for junior or senior high school students. Others are aimed at postsecondary and adult audiences. Some contain small business case studies and practical exercises that relate to the real world of small business ownership; others are more theoretical discussions of business management principles. Some materials are instruction-oriented, containing instructional objectives, teaching strategies, learning activities, and tests. Others are simple narrative presentations of content. All materials listed here will be valuable resources for teachers. Some may also be useful for high school vocational students. (Materials written specifically for this group are marked with an asterisk.) Teachers should review abstracts and materials themselves to select references appropriate for student use.

*1. Athena Corporation. Minding your own small business (3 vols.). Bethesda, MD: Author, 1976, 900 pages. (Available from ERIC, ED 134-824, 134-825, 134-826; Final Report 134-827.)

These materials were designed to provide 10th- to 12th-grade students with a general background in small business ownership and management. Materials consist of a teacher's manual and two two-part simulation games. There are four basic units in this one-semester course--"The Sixteen Hour Day" (an introduction to entrepreneurship); "The Market is People" (market research, merchandising, pricing, and promotion); "Dollars and Decisions" (balance sheet, income statement, and business plan for obtaining a loan); and "Managing for Success" (management problems concerning hiring, ethics, and ending a business). Simulation games aimed at giving students experiences in these areas of entrepreneurship are scheduled at four different points in the course. Included in the teacher's manual are student information sheets, a glossary, evaluation instruments for use with students at the end of each unit, and an annotated bibliography. These materials were pilot tested by Athena Corporation and subsequently revised by CRC Education and Human Development, Inc. (see reference #9).

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* Written for secondary students.

2. Barnes, E., Jacobsen, W., & Myszka, M. Starting a small business. Madison, WI: University of Wisconsin-Extension, Department of Business and Management, 1978, 194 pages. (Available from the six regional centers of the National Network for Curriculum Coordination in Vocational and Technical Education--see index for address.)

These materials consist of a teacher's guide and a student/client notebook for use at the postsecondary level. Six three-hour sessions cover an introduction to small business; legal aspects of business; marketing research; merchandise-inventory cycle; estimating cash flow; and securing capital. The teacher's guide includes student objectives and an outline for each session listing suggested time, content, and teaching/learning activities. The student/client notebook includes class preparation sheets and forms to be completed as classroom and take-home assignments. The forms are intended to make up the student's completed business plan that can be used in requesting a loan for starting a business.

The course was designed to be taught by persons in business who may or may not have a formal teaching background. The instructor has the option of bringing in resource people for specific topics. The class preparation sheets list suggested resource persons with specialized backgrounds and experiences. They also list all teaching aids, handout materials, equipment, etc., needed for the sesssions. The materials were field tested in three postsecondary courses and revised.

3. Baumback, C. M., & Lawyer, K. How to organize and operate a small business (6th ed.). Englewood Cliffs, NJ: Prentice-Hall, 1979, 578 pages, copyrighted. (Available from Prentice-Hall, Englewood Cliffs, NJ 07632, Text $16.95, Study Guide/Workbook $7.95, Instructor's Guide, only available if 10 copies of text are ordered, free.)

This textbook for college or adult continuing education students focuses on all aspects of starting and managing a small business. The 25 chapters are grouped into three main sections: (1) making the decision; (2) getting started; and (3) operating the business. Appendices include (a) sources of information on organizing and operating specific types of small business, and (b) a checklist for organizing and operating a small business. Each chapter contains text, summary and conclusions, review questions, and questions for classroom discussion. A study guide/workbook for students is also available. Exercises in this workbook require students to collect and evaluate business statistics, analyze and prepare financial statements, interview business owners, and make decisions about simulated business situations. The instructor's guide contains suggested responses to activities and a comprehensive annotated bibliography of audiovisual aids keyed to chapters in the textbook.

The text's presentation of theoretical business principles is comprehensive and well organized. The study guide contains many practical activities. Terminology, difficulty, interest level, and depth of coverage are at the postsecondary or adult level.

4. Eliason, C. Community college women business owners orientation program. Washington, DC: American Association of Community and Junior Colleges, Center for Women's Opportunities, 1979, 174 pages. (Available from AACJC, One Dupont Circle, N.W., Suite 410, Washington, D.C. 20036, on cost-recovery basis, currently $10 + $1.25 postage.)

These teacher materials consist of a counseling model/managers' guide and a curriculum model for a 45-hour module program designed for the community college level. The program objectives are to provide prospective female entrepreneurs with factual knowledge needed to successfully start a small business and to develop business competencies necessary for survival in the small business marketplace. The managers' guide includes recommendations for course management and implementation, course outlines, and a resource bibliography. The curriculum model contains outlines for each module. Outlines list materials needed, learning goals and objectives, suggestions for evaluating student learning, instructional methods and steps to use, and approximate class time required. Topics include characteristics of an entrepreneur; marketing; financial statements; advertising; legal aspects; and business plan preparation.

Females with small business experience are ideal instructors. Local female resources act as community-based role models. To implement the program fully, a coordinator, counselor, instructor, and part-time clerical person are recommended. The materials are not self-contained; a variety of SBA and other materials are recommended. The materials were field tested in community colleges.

*5. Everard, K. E., & Shilt, B. A. Business principles and management (7th ed.). Cincinnati, OH: South-Western Publishing Company, 1979, 521 pages, copyrighted. (Available from South-Western Publishing Company, 5101 Madison Road, Cincinnati, OH 45227, Text $8.04, Student Workbook $4.91, Teacher's Manual (answers) free to teachers.)

This textbook presents general economic principles related to the world of business and provides a basic overview of business operations to students planning to become employees or owners of businesses. The text was written for a high school or postsecondary audience. The 25 chapters are grouped into seven units: (1) business and its environment; (2) business ownership; (3) marketing; (4) finance; (5) communications; (6) human resources; and (7) management functions. Each unit begins with a picture and biographical profile of a successful business person and ends with a brief discussion of careers in a particular area of business (e.g., small business ownership or marketing). Each chapter includes performance objectives, text, review and discussion questions, problems and projects, and case study problems. A continuing project is introduced in Chapter 1 and extends through the whole course. Students are asked to choose a particular business and to assemble an operations manual as they study various areas of business ownership/management. Also available are a student workbook (study guide and problems) and a teacher's manual (answer guide). Content coverage is comprehensive and terms are clearly defined. Required reading may be too difficult or lengthy for certain secondary students.

6. Fiske, H., & Zehring, K. How to start your own business. Ms., April 1976, 4(10), 55-70, 16 pages, copyrighted.

This article was written to provide basic information to women interested in starting their own businesses. It covers the following aspects of entrepreneurship: (1) the business plan; (2) needed professional services; (3) sources of business information; (4) sources of capital; (5) cash flow; (6) graphics and publicity; (7) initial capital needed; (8) critical problems; (9) (feminist) business ethics. Although coverage of these areas is brief, certain business concepts are explained clearly (e.g., the problem of cash flow in a business), and practical hints are provided. The article includes brief anecdotes from several women currently running their own businesses that describe critical lessons they have learned. Also included are names of organizations supporting entrepreneurship for women and a short bibliography of general and women-oriented entrepreneurship publications.

*7. Fitzhugh, H. N. Pepsi/DECA learn and earn project (2nd ed.). Purchase, NY: Pepsi-Cola Company, 1980, 65 pages. (Available from Pepsi-Cola Company, Purchase, NY 10577, free to DECA chapters.)

These teacher/student materials are designed to teach high school distributive education students principles of small business management through operation of a student-run business. Students are to study materials in their DECA chapter as they plan the operation of their business. (All examples are for a school-based soft drink stand.) Materials consist of three types of color-coded pages: student business pointer sheets; teacher information sheets; and illustrative materials. The 25 one-page business pointer sheets discuss the topics of social responsibilities of business; planning the business; setting prices; selling; and evaluating and improving earnings. Teacher sheets provide background information on each topic, responses to questions, and references to related distributive education texts. These materials serve to supplement a comprehensive distributive education course and may be helpful in directing students in running a small business venture.

8. Graham, G. H. Business: The process of enterprise. Chicago: Science Research Associates, 1977, 529 pages, copyrighted. (Available from SRA, P.O. Box 4924, Chicago, IL 60680, Text $12.76, Instructor's Guide $1.80, Student Guide $5.75.)

This textbook for college students describes the nature of business and outlines principles of business management. Its 26 chapters cover (1) foundations and issues of our business system; (2) owning and financing a business; (3) managing the business; (4) employees and personnel management; (5) marketing and the consumer; (6) the environment of business; and (7) enrichment topics. Appendices include a detailed case study of the Celestial Seasonings Tea Company, guidelines to writing an effective resume, and a student guide to business periodicals. A glossary and a bibliography are also included. Each chapter contains text (including

numerous tables, figures, quotes, and business news items), lists of key terms and names, review questions, experiential exercises (asking students to interview persons in the business community and to develop points of view on business topics), and cases (including analysis questions). The book also contains career profiles of individuals currently working in various areas of business. A student guide and instructor's guide are also available. The text is comprehensive, and exercises and cases encourage application of business knowledge. Due to the length of the text and a rather high reading level, these materials may be too advanced for high school students.

*9. Holt, N., Shuchat, J., Regal, M. L., & Otto, J. Small business management and ownership (4 vols.). Belmont, MA: CRC Education and Human Development, Inc., 1979, 965 pages. (Available from U.S. Government Printing Office, Washington, D.C. 20402, Stock Nos. 017-080-02000-9 ($7.25); 017-080-02002-5 ($8.00); 017-080-02001-7 ($4.00); and 017-080-02003-3 ($3.50). Also ERIC, ED 173-623 and 173-624, volumes 1 and 2 only.)

These high-interest materials consist of an introductory module on small business management principles and skills for secondary and postsecondary students (vol. 1), a slightly more advanced course for students with some business background (vol. 2), a simulation game on choosing a business location (vol. 3), and a set of miniproblems relating to women and minority issues, business ethics, etc. (vol. 4). Topics of the ten units in Volume 1 include an introduction to entrepreneurship; forms of businesses; marketing; location; systems and records; promotion; pricing; human relations; financing; and effects of business decisions. Vol. 2 contains much of the same material in more detail.

Each unit begins with a summary page listing student learning objectives, recommended learning activities and miniproblems, necessary teacher preparation (e.g., duplication of student materials and arrangements for guest speakers), and additional references. Following the summary page in each unit are teacher and student materials. Teacher guidelines for the presentation of information are provided in the form of lecture and discussion notes and suggestions for conducting class activities. Student materials include a glossary, information sheets, case studies, business forms, worksheets, and interview forms. Case studies relate to a variety of retail and service businesses. Activities stress application of knowledge and skills to realistic business situations.

Materials are designed to be used in a one-semester (90-hour) course at the secondary or postsecondary level. Though desirable, extensive business background of teachers is not necessary. All course materials are provided; outside reading is not required. A limited field test of these materials was conducted in Spring 1978 at two secondary and two postsecondary schools.

10. Jeanneau, J. A. Small business management: Instructor's manual (4 vols.). Prince Albert, Saskatchewan: Training Research and Development Station, Department of Manpower and Immigration, 1973; 1972 pages. (Available from Centre for Training Research and Development, P.O. Box 1565, Prince Albert, Saskatchewan, Canada S6V5T2, Instructor's Manual $43.50; Student Materials (Kit for 16 students) $544.00; 80 Overhead Projectuals $363.00. Also ERIC, ED 082-052, 082-053, 082-054, and 082-055.)

These materials were developed to prepare adults of Indian ancestry to own and manage their own small businesses and have been used successfully with this group. The course is divided into nine subject areas and consists of 134 lessons. Subject areas include the management process; marketing management; finance, accounting, and bookkeeping; personnel management; business law; personal finance; business communication; production management; and office procedures. The course is designed for use in a group setting and requires approximately five months of full-time instruction (500 hours). The instructional format consists of lectures, brief student readings, class discussions, films, and completion of business forms. Films and filmstrips, which may be omitted if desired, must be obtained separately from commercial firms. At two points in the program students are asked to plan and operate small business ventures for one or two weeks each and then to prepare summary reports. A one-week on-the-job training session is also called for, plus a one-month session immediately following course completion.

11. Kamoroff, B. Small-time operator: How to start your own small business, keep your books, pay your taxes, and stay out of trouble. Laytonville, CA: Bell Springs Publishing, 1976, 190 pages, copyrighted. (Available from Bell Springs, P.O. Box 640, Laytonville, CA 95454, $7.95.)

This manual is aimed at giving persons interested in starting a small business step-by-step instructions for doing so. The six sections are entitled (1) getting started; (2) bookkeeping; (3) growing up (hiring employees, starting a partnership, and incorporating); (4) taxes; (5) appendix (information on miscellaneous accounting procedures); and (6) ledgers (various blank ledger forms). Written in simple conversational English, the manual includes substantial narrative text, short anecdotes and quotes from small business owners, and many sample business forms. An annotated bibliography is also included. Although the manual was written for adults and contains no learning activities, it is practical and of high interest. It may be useful as a supplementary reader for teachers and students.

12. Klatt, L. A. Small business management: Essentials of entrepreneurship. Belmont, CA: Wadsworth, 1973, 313 pages, copyrighted. (Available from Wadsworth, Inc., 4505 South 5600 West, Salt Lake City, UT 84120, $10.95.)

This text is written in fairly nontechnical language for adults who are present or potential small business owners/managers. Chapters cover (1) small business and the economy; (2) the entrepreneur; (3) setting goals; (4) implementing goals; (5) reaching goals; (6) two paths to entrepreneurship (buying a business or starting a new one); (7) choosing a location and form of organization; (8) getting capital and credit; (9) franchises; (10) marketing practices; (11) financial management; (12) managing human resource; (13) the production process; and (14) advice and assistance. Text in each chapter is followed by a small business incident that relates to the principles just discussed. These incidents describe the inception, growth, and changes of an antique car restoration business and illustrate some of the major decisions small business owners must make. Business incidents are followed by general discussion questions based on the text and by suggested readings. In addition, three comprehensive cases concerning a supermarket, an air conditioning and heating franchise, and a mobile home sales business are included in the appendix. No specific answers or commentary are provided for any of the cases or discussion questions.

*13. Kuebbeler, G. Going into business for yourself. Columbus, OH: Ohio Distributive Education Materials Lab, 1976, 231 pages. (Available from Ohio Distributive Education Materials Lab, 1885 Neil Avenue, 115 Townshend Hall, Columbus, OH 43210, $5.00; also ERIC, ED 112-237.)

This is a curriculum manual for teachers to use to help secondary students develop a business plan as a culminating activity in their distribution education classes. The purpose of the curriculum is to give 11th- and 12th-grade students an understanding of the problems and decisions involved in starting and managing a business. Students choose retail businesses and develop plans for establishing and managing them. Suggestions are given to the teacher for individual or committee work on the business plans. A 13-page section titled "A Business Plan: Going Into Business for Yourself" lists the elements required in students' business plans. The rest of the manual contains 39 lesson plans covering topics in the business plan. Lessons were written so that the material in each can be covered in 20 minutes or less. Lesson plans include a topical outline, suggestions for the instructor, overheads/handouts, and student activities.

The 39 lesson plans cover topics related to ownership and control; store image; financing the business; location; the building; personnel policies; buying, receiving, pricing, and displaying merchandise; stock control; customer service policies; store promotion; risk and insurance; records systems; and government regulations. The lesson plans are clear and comprehensive. The types of student activities vary, including essays, short-answer exercises, puzzles, and projects such as choosing advertisements or sketching a window display. Activities focus on elements required in the

business plan. Reading is minimal since the teacher is responsible for presenting the material.

14. McCaslin, B. S., & McNamara, P. P. How to start your own business. Los Angeles, CA: UCLA Extension, Education Department, Division of Vocational Education, 1977, 343 pages. (Available from ERIC, ED 156-907, Instructor's Guide, and ED 156-908, Student Materials.)

This course provides potential women entrepreneurs with an introduction to key aspects of small business ownership. Students with a specific idea for a small business learn how to assess the feasibility of their idea and to prepare a detailed business plan. The student-based materials contain eight Learning Activities Packages (LAPs): (1) introduction; (2) marketing research; (3) marketing plan; (4) setting up the business; (5) financial planning; (6) financing; (7) operations; and (8) putting it all together. Each LAP consists of an introductory section; fact sheets on related subtopics containing basic course content; and worksheets. The course requires ten group sessions of about three hours each consisting of discussion, presentations by guest speakers, and small-group discussions and simulation activities. Homework consists of readings, interviews of persons in the business community, and written activities related to developing a personal business plan.

The instructor's guide (Part 1) provides a general introduction to and overview of the course and describes the structure of the course, prerequisites and role of the instructor, and anticipated student clientele. It also presents guidelines for obtaining guest speakers, conducting group activities, and evaluating the course. Part 2 provides a rationale for each of the ten class sessions, an agenda of learning activities for each session, and a list of available supplemental resources.

Content of these materials is comprehensive and practical and might provide helpful supplemental information to teachers. Student materials, however, are not oriented to high school students but to a motivated group of (female) adults who have specific plans for entering entrepreneurial careers.

15. Metcalf, W. O. Starting and managing a small business of your own (Starting & Managing Series #1). Washington, D.C.: U.S. Small Business Administration, 1973, 95 pages. (Available from Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402, Stock No. 045-000-00123-7, $2.40.)

This booklet, written primarily for adults interested in starting small businesses, provides an overview of factors to be considered prior to start up. Chapters cover (1) thinking of going into business; (2) starting a new business; (3) buying an operating business; (4) investing in a franchise; (5) managing a business; (6) looking into special requirements; and (7) setting goals and keeping up to date. The booklet contains several helpful checklists, budget worksheets, and statistical tables--such as a self-rating scale for evaluating one's entrepreneurial traits, a score

sheet for selecting a business location, and a table listing populations needed to support various kinds of businesses. The booklet concludes with an eight-page checklist outlining important decisions to be made and actions to be performed prior to starting a business. The booklet is not instruction-oriented (i.e., it has no learning objectives, activities, or tests) and does not contain any case studies. It does, however, provide a good overview of the career of an entrepreneur and could be used as a reference for a teacher or as an outside reading assignment for a high-level high school reader.

*16. National Business Education Association. Business ownership curriculum project for the prevocational and exploratory level (grades 7-9). Reston, VA: Author, 1974, 474 pages. (Available from ERIC, ED 147-558 and 147-559.)

These career awareness materials are intended to help junior high school students become familiar with the career of business ownership and management and assess this career option in terms of their interests, needs, abilities, and goals. The core curriculum materials, which are designed to be used in a 7th- to 9th-grade social studies class, consist of the following components: introduction to the teacher; instructional objectives; lesson plans; student vocabulary and concept study sheets; and four filmstrips and an accompanying script. (The filmstrips are not presently available.) Ancillary materials in reading and mathematics (including business-related case studies and mathematical problems) are included for use in other classes. The core curriculum is designed to be covered in 11 consecutive class sessions of an hour each. Course content centers around the filmstrips, which discuss the four main areas of business management: the business owner; marketing; personnel; and financial management.

A separate ninth-grade enrichment curriculum provides students with practical experience in setting up a small "corporation," operating the business, and then dissolving it. This curriculum consists of 15 hours of instruction--class discussions on various areas of business operation plus out-of-class time for actual operation of the business. A final report describing development and pilot testing of the materials and an extensive annotated bibliography of printed and audiovisual materials on small business ownership are also included.

*17. Nelson, R. E., Leach, J. A., & Scanlan, T. J. Owning and operating a small business: Strategies for teaching small business ownership and management. Urbana-Champaign, IL: University of Illinois, Department of Vo/Tec Education, Division of Business Education, June 1976, 148 pages. (Available from Curriculum Publications Clearinghouse, 76 B Horrabin Hall, Western Illinois University, Macomb, IL 61455, $3.50. Also ERIC, ED 133-435.)

This manual is designed for use by teachers of secondary, postsecondary, and adult classes in small business management. It is written in a detailed outline format. The 14 units cover (1) the nature of small business; (2) determining product and market; (3) selecting the location;

(4) obtaining initial capital; (5) choosing the legal form of organization; (6) managerial planning; (7) recordkeeping; (8) financial management; (9) credit and collections; (10) advertising and sales promotion; (11) employee and community relations; (12) obtaining information and assistance; (13) insurance; and (14) the future of small business.

Each unit contains unit objectives (general teaching objectives), student behavioral objectives, a content outline, learning activities, and a case study with possible solutions. Activities include individual activities (e.g., worksheets, budgets), group projects, and class discussions. All activities are keyed to one or more of six entrepreneurial skill areas: creativity and innovation; coping with change and competition; achievement motivation; problem solving and decision making; human relations; and developing a positive self-image. Helpful instructional charts of key points are also provided.

An extensive annotated bibliography is included as well as a preinstructional knowledge/attitudes measure and a 100-item objective test for post-program evaluation of student knowledge.

18. Ohio State University. PACE: A program for acquiring competence in entrepreneurship (19 vols.). Columbus, Ohio: Ohio State University, National Center for Research in Vocational Education, 1980, 1388 pages. (Available from NCRVE, Ohio State University, 1960 Kenny Road, Columbus, Ohio 43210, $70.00.)

This modularized instructional program is designed primarily for postsecondary students, including persons in four-year colleges and adult education classes. It is divided into three parts: (1) getting ready to become an entrepreneur; (2) becoming an entrepreneur; and (3) being an entrepreneur, with several instructional units relating to each part--for a total of 18 units. Units are designed to be used by teachers and students. They are self-contained, with no outside materials required. Prerequisite units are kept to a minimum.

Within each unit, material is organized into three levels of learning--exposure, exploration, and preparation/adaptation. One or more level of each unit may be studied, depending on the background of students, their informational needs, and the goals of the course. For each level of learning, the following instructional components are included: preassessment questions; teaching/learning objectives; substantive information (in narrative form); activities; postassessment questions; and self-evaluation. A list of relevant resources is also provided. A separate four-page instructor's guide for each unit gives suggested responses to pre/post-assessment questions.

In addition, a Resource Guide describes how to use the units, contains a glossary of business terms, and lists additional sources of information about small businesses.

19. Persons, E., Swanson, G., Rice, F., et al. Small business management: Going into business modules (for adult and/or postsecondary instruction). St. Paul, MN: University of Minnesota, Division of Agricultural Education, June 1978, 382 pages. (Available from Minnesota Instructional Materials Center, 3554 White Bear Avenue, White Bear Lake, MN 55110, $7.50. Also ERIC, ED 167-761, microfiche only.)

This set of small business management modules was developed for and tested by postsecondary vocational instructors in all occupational areas. Materials are designed to be inserted into ongoing programs or offered as a short course for adults. Each module requires about two hours of class time. Modules concern (1) decision making steps; (2) financing a small business; (3) location of a small business; (4) record systems; (5) the balance sheet and profit/loss statement; (6) purchasing; (7) marketing; (8) sales; (9) cash flow; (10) taxes and depreciation; (11) insurance; (12) management controls; (13) employer-employee relations; (14) break-even analysis; and (15) maximizing profit. Each module contains an introduction; behavioral objectives; transition of modules (listing modules that logically precede and follow); the lesson; summary; multiple-choice evaluation instrument; and student materials (consisting of worksheets and outlines of key points). Each lesson contains an "attention focuser" (a very short business problem) and several key questions. Questions are followed by brief informational sections (mainly in outline form) and suggested teaching strategies. Materials contain clear, comprehensive coverage of business management principles but lack case studies. Some information (such as discussions of financial analysis) may be too difficult for high school students.

20. Reece, B. L., Lynch, R. L., et al. Achieving success in small business: An educational program for new small business owner-managers. Blacksburg, VA: Virginia Polytechnic Institute and State University, Division of Vocational and Technical Education, Distributive Education Program Area, 1977, 350 pages. (Available from ERIC, ED 164-780 to 792, microfiche only.)

This set of 12 instructional modules (plus teacher's guide) was written to be used on an individual study basis with adults owning and managing newly formed small businesses. Modules cover the following topics--(1) keys to success in small business; (2) capital needs; (3) business potential; (4) business image; (5) sales promotion; (6) advertising; (7) effective management; (8) employee selection, training, and supervision; (9) merchandising; (10) business records; (11) assessing the health of a business; and (12) protection for business (insurance). Modules may be used in any sequence. Each module has a six-part instructional format--objectives and introduction; business situation on cassette tape; four to six pages of text; learning activities; SBA materials; and an evaluation instrument. (Scripts of tapes and SBA pamphlets are included in the ERIC documents.) The tapes and text are clear and simply worded; appended SBA materials may be difficult for high school students.

*21. Rowe, K. L., & Hutt, R. W. Preparing for entrepreneurship. Tempe, AZ: Arizona State University, College of Business Administration, 1979, 307 pages. (Submitted to ERIC, ED# not yet available.)

This instructional guide was designed to be used with secondary vocational students wishing to explore and/or prepare for careers in entrepreneurship. Unit topics include (1) introduction to entrepreneurship and self-employment; (2) selection of an effective legal form of business organization; (3) selection of effective specialized assistance; (4) financing the small business; (5) selecting a location; (6) building, equipment, and layout; (7) operating permits, licenses, and tax regulations; (8) personnel management; (9) building a flexible advertising plan; (10) determining pricing and credit policies; (11) inventory and supplies; (12) understanding a basic accounting system; and (13) selection of effective protective steps. Each unit contains student objectives, information sheets, questions for discussion, student activities, and transparency masters. A list of suggested references for each unit is provided for teachers at the end of the guide. Student activity sheets (and, optionally, information sheets) are intended for distribution to students. Activities require students to summarize knowledge obtained in class and to interview persons in the business community. No small business case studies, business-related group projects, or simulation activities are included. Each of the 13 units requires about five hours of class time, for a total of 65 hours.

22. Sanders, L., Higgins, L., & Kappeler, J. Personnel development for entrepreneurs. Columbus, NE: Platte Technical Community College, 1977, 375 pages. (Available from ERIC, ED 153-006.)

This curriculum guide, designed for use with adults already owning small businesses, covers 19 individual content areas. These 19 areas are grouped into three main sections relating to planning and starting the business; overall business operations (purchasing, advertising, personnel management, etc.); and planning, management, and financial analysis. The content is designed for presentation in a series of nine community college workshops or for individual study use. Each content unit follows a similar format, which includes an introduction (objectives, contents of unit, and recommended references); information sheets (containing a glossary of terms and course content in outline form); transparency masters of key points; job sheets explaining specific procedures of budgeting, etc.; assignment sheets (questionnaires eliciting major points of the unit); tests with matching items and short-answer questions; and answer sheets.

The materials are written in detailed outline form and require substantial additional preparation and background reading by the instructor or student (e.g., from the eight to ten texts cited frequently in the introductory sections of each unit). The course focuses on theoretical business principles. In at least some of the more technical areas such as financial analysis and pricing, the content may be too advanced for high school students.

*23. Scanlan, T., Flexman, N., Horton, S., Whobrey, R., & Lettmayr, C. Entrepreneurship education (3 vols.). Springfield, IL: Illinois State Board of Education, 1980, 732 pages, copyrighted. (Available on a cost-recovery basis from Thomas J. Scanlan, University of Illinois, 51 East Armory Street, Champaign, IL 61820. Also submitted to ERIC, ED # not yet available.)

This is a three-volume resource designed for use in a variety of settings at the late secondary and adult levels. The first volume, Learning the skills, stresses personal skills that people need to be effective entrepreneurs--skills in areas such as decision making, innovation, planning and goal setting, and risk taking. The 19 class sessions emphasize an integration of the above entrepreneurial skills with technical and managerial skills seen as needed for self-employment. The second volume, Applying the skills, addresses the application of the skills to self-employment. With the help of community business people, students plan and complete miniprojects in four of the following areas: (1) deciding on a product and market; (2) selecting a location; (3) obtaining initial capital; (4) choosing a legal form of organization; (5) recordkeeping; (6) credit and collection; (7) advertising and sales promotion; (8) employee and community relations; and (9) insurance. Projects are intended to give students opportunities to (1) practice and observe entrepreneurial skills in the community and (2) collect information related to various aspects of starting a business. The third volume, Supplementary readings, includes readings and suggested additional resources that complement the instructional strategies contained in the first two volumes.

Before class begins, teachers must: (1) order SBA materials; (2) recruit community resource people; (3) reproduce student materials; and (4) make transparencies. Instructions are provided to help teachers prepare. Methods of evaluating students are suggested. The materials were field tested with community college and high school students and revised. The materials are unique in their emphasis on development of personal entrepreneurial qualities through awareness and through practical application. As such, they may be valuable resources to teachers (and students).

24. Winston, S. The entrepreneurial woman. New York: Newsweek Books, 1979, 239 pages, copyrighted. (Available from Newsweek, 444 Madison Avenue, New York, NY 10022, $8.95.)

This nontechnical book for women planning to start their own businesses provides a general background on entrepreneurship and the entrepreneurial personality. The book contains the following chapter headings: (1) entrepreneurship: is it for you?; (2) entrepreneurship: do you have the resources?; (3) what kind of business?; (4) self-confidence; (5) learning to be assertive; (6) a woman's place is in the home...or is it?; (7) stress and the entrepreneurial woman; (8) learning the hard way: things your lawyer or accountant never told you; (9) starting your own business; (10) that first sale; (11) bankruptcy can be beautiful; (12) achievement and its rewards; and (13) suggested readings. The author suggests ways of developing self-confidence in business and provides many case studies of women who have succeeded in their own businesses. Examples include conventional

retail and service businesses (such as running a boutique, interior design business, and travel agency) as well as consultant-type businesses, part-time and short-term enterprises, businesses run in the home, and businesses otherwise tailored for compatability with household responsibilities. The book is quite readable and likely to be of interest to high school girls as a supplementary reference. No learning activities are included.

*24. Winter, E. L. Your future in your own business. New York: Arco Publishing Co., 1971, 188 pages, copyrighted. (Available from Arco, 219 Park Avenue South, New York, NY 10003, $1.95.)

One of a career guidance series, this book describes the career of a small business owner/manager so that the secondary student may decide whether to enter this career. It discusses valuable personal traits; helpful educational background; how to select a business (franchise or otherwise) and how to finance it; how to manage time and employees; and how to evaluate and improve an existing business operation. Creative personnel management and business innovation are stressed. The book contains personal examples from the life of the author--founder of Manpower temporary personnel services--and from other entrepreneurs. The appendix contains a list of names and addresses of a large number of franchising companies. This book would be useful for optional reading for high school students. It contains no business problems, activities, or tests.

Small Business Series

The materials in this section have been developed by several organizations producing extensive entrepreneurship resources: (1) the U.S. Small Business Administration; (2) the U.S. Department of Commerce; (3) the Bank of America; and (4) the American Entrepreneurs Association. Selective lists of materials available from these sources are presented below. Materials pertaining to specific businesses are marked with two asterisks.

SMALL BUSINESS ADMINISTRATION

The Small Business Administration publishes a large number of pamphlets and booklets on all kinds of business topics. Materials are intended to be used as stand-alone units providing information to current or prospective business owners on specific topics. They contain a wealth of business information and serve as the basis for almost all other entrepreneurship materials that have been developed. Materials, however, are not organized in a well-coordinated series, are written at an adult level, and are not written in an instructional format. SBA materials will be valuable references for teachers and may be used on a selective basis as additional resources for secondary students.

SBA--Free Publications (Available from the Small Business Administration, P.O. Box 15434, Fort Worth, TX 76119, or call 800-433-7212.)

A. Management Aids (4-23 pages)

These short pamphlets deal with functional problems related to the management of small manufacturing businesses. Most topics, however, have relevance to all kinds of small businesses. Each leaflet consists of a brief summary, the main text, and a brief list of additional references.

These are selected leaflets that are currently available.

26. The ABC's of Borrowing (#170)

27. How to Write a Job Description (#171)

28. Effective Industrial Advertising for Small Plants (#178)

29. Delegating Work and Responsibility (#191)

30. Marketing Planning Guidelines (#194)

31. Locating or Relocating Your Business (#201)

32. Are Your Products and Channels Producing Sales? (#203)

33. Keep Pointed Toward Profit (#206)

34. Problems in Managing a Family-Owned Business (#208)

35. Incorporating a Small Business (#223)

36. Management Checklist for a Family Business (#225)

37. Selecting the Legal Structure for Your Business (#231)

38. Organizing and Staffing a Small Business (#238)

39. Techniques of Time Management (#239)

B. Small Business Bibliographies (8-20 pages)

These pamphlets discuss particular areas of general business management or the operation of specific businesses. The narrative is followed by a multi-page bibliography of relevant publications including books, monographs, and special studies issued by governmental and private publishers. (Some references may be outdated.)

These are selected leaflets that are currently available.

40. Retailing (#10)

41. Recordkeeping Systems--Small Store and Service Trade (#15)

42. Advertising--Retail Store (#20)

43. Buying for Retail Stores (#37)

**44. Motels (#66)

45. Personnel Management (#72)

46. Inventory Management (#75)

47. Financial Management (#87)

48. Marketing for Small Business (#89)

The following relevant business-specific leaflets are currently out of print but might be obtained from a local library.

**49. The Nursery Business (#14)

**50. Food Stores (#24)

**51. Woodworking Shops (#46)

**52. Apparel and Accessories for Women, Misses, and Children (#50)

**53. Restaurants and Catering (#64)

**54. Discount Retailing (#68)

**55. Retail Florist (#74)

C. Small Marketers Aids (4-23 pages)

These pamphlets are aimed at giving guidelines on conducting all phases of business to persons in retail, wholesale, and service companies. Topics covered include business location, pricing, advertising, marketing, selling, recordkeeping, cost control, taxes, and insurance. The format is similar to that of the SBA Management Aids (described above).

These are selected pamphlets that are currently available.

56. Checklist for Going into Business (#71)

57. Knowing Your Image (#124)

58. Steps in Meeting Your Tax Obligations (#142)

59. Getting the Facts for Income Tax Reporting (#144)

60. Budgeting in a Small Service Firm (#146)

** Business specific materials

61. Business Plan for Retailers (#150)

62. Business Plan for Small Service Firms (#153)

63. Keeping Records in Small Businesses (#155)

64. Marketing Checklist for Small Retailers (#156)

65. Improving Personal Selling in Small Retail Stores (#159)

66. Advertising Guidelines for Small Retail Firms (#160)

67. Staffing Your Store (#162)

68. Public Relations for Small Business (#163)

69. Learning About Your Market (#167)

D. Presentor's Guide Series (36-50 pages, available from SBA District Offices)

One of the few instructionally oriented SBA series, these materials are written for persons conducting training sessions for current and prospective small business owners. Materials consist of (1) a lesson plan for instructors; (2) text for students; (3) case studies with questions; (4) suggested out-of-class assignments; (5) materials for handouts/transparencies; and (6) a bibliography. These are titles in the series.

70. Success and Failure Factors in Small Business (#2001)

71. Sources of Assistance and Information for Small Business (#2002)

72. Choosing a Form of Organization for Small Business (#2003)

73. Location and Layout for Small Business (#2004)

74. Taxes: Planning, Compliance, and Payment for Small Business (#2005)

SBA--Booklets for Sale (Available from Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. Not available from Small Business Administration. Prices are listed below.)

E. Small Business Management Series (40-150 pages)

These booklets provide more comprehensive coverage of specific small business management topics than most other SBA series publications. These materials are written for persons who have some training and/or experience in entrepreneurship.

These are selected booklets that are currently available (with series numbers, GPO stock numbers, and prices).

75. Human Relations in Small Business (#3), Stock No. 045-000-00036-2, $1.60.

76. Personnel Management Guides for Small Business (#26), Stock No. 045-000-00126-1, $1.10.

77. Management Audit for Small Retailers (#31), Stock No. 045-000-00149-1, $1.80.

78. Financial Recordkeeping for Small Stores (#32), Stock No. 045-000-00142-3, $2.50.

79. Selecting Advertising Media--A Guide for Small Business (#34), Stock No. 045-000-00154-7, $2.75.

80. Management Audit for Small Service Firms (#38), 045-000-00143-1, $1.80.

F. Starting and Managing Series (40-118 pages)

This series is designed to give the prospective entrepreneur information about the various responsibilities he or she will have as a small business owner. The first volume deals with general principles of small business management. (For an abstract, see reference #15 above.) Other volumes contain a detailed discussion of specific businesses. Although written for adults, the booklets are quite readable and contain many helpful tables and figures.

These are selected available booklets.

81. Starting and Managing a Small Business of Your Own (#1), Stock No. 045-000-00123-7, $2.40.

**82. Starting and Managing a Pet Shop (#19), Stock No. 045-000-00065-6, $0.75.

**83. Starting and Managing a Small Retail Music Store (#20), Stock No. 045-000-00107-5, $1.30.

**84. Starting and Managing an Employment Agency (#22), Stock No. 045-000-00109-1, $1.30.

**85. Starting and Managing a Small Shoestore (#24), Stock No. 045-000-00127-0, $1.35.

The following relevant booklets are currently out of print but might be obtained from a local library.

**86. Starting and Managing a Small Bookkeeping Service, 1962.

**87. Starting and Managing a Small Building Business, 1962.

**88. Starting and Managing a Small Restaurant, 1964.

**89. Starting and Managing a Retail Flower Shop, 1970.

**90. Starting and Managing a Small Drive-In Restaurant, 1972.

G. Nonseries Publications (122-158 pages)

One non-series booklet available from the SBA describes the problems of buying and selling a small business. This discusses in a fairly technical manner decisions to be made and procedures to be followed by both buyer and seller. Another booklet presents the business management philosophy of a prominent entrepreneur, L. T. White. This booklet covers overall management, sales and distribution, financing, and self-improvement. Titles and ordering information are as follows:

91. Buying and Selling a Small Business, Stock No. 045-000-00003-6, $2.30.

92. Strengthening Small Business Management, Stock No. 045-000-00114-8, $2.75.

U.S. DEPARTMENT OF COMMERCE

Urban business profiles, 1972, 11-27 pages. (Available from Minority Business Development Agency, Research and Information Office, Room 5714, U.S. Department of Commerce, Washington, DC 20230, free.)

This series of booklets consists of descriptions of various small businesses and the general requirements for starting them. Each booklet contains the following sections: (1) recommendation (discussing the potential market and failure rate for the particular type of business); (2) description of the business (its products or services, customers, and competition); (3) analysis of business feasibility; and (4) a summary regarding establishing the business (suggested guidelines for business start up). Projections of attainable annual returns for businesses of several sizes are also given.

These are selected available booklets.

**93. Building Service Contracting (EDA-72-59582)

**94. Mobile Catering (EDA-72-59592)

**95. Photographic Studios (EDA-72-59594)

The following relevant booklets are currently out of print but might be obtained from a local library.

**96. Beauty Shops (EDA-72-59580)

**97. Children's and Infants' Wear (EDA-72-59583)

**98. Contract Construction (EDA-72-59584)

**99. Convenience (Food) Stores (EDA-72-59586)

BANK OF AMERICA

Small Business Reporter, 1958-present, 12-20 pages. (Available from Bank of America, Dept. 3120, P.O. Box 37000, San Francisco, CA 94137, individual copies $2.00; 25 copies or more of the same title, $1.00; includes postage and handling.)

This series of booklets provides practical information to persons owning and operating small businesses and to those considering doing so. These materials, which were developed through research and extensive field interviews, focus on California-based firms; however, most information is applicable to businesses throughout the United States. The series is divided into three main areas: (a) Business Operations, which covers general principles of starting and running a business, especially in problem areas; (b) Business Profiles, which deals with start-up and operational requirements of specific businesses; and (c) Professional Management, which covers business management principles for physicians, dentists, veterinarians, and accountants.

These are selected currently available issues.

A. Business Operations

100. Understanding Financial Statements, 7(11), 1974

101. How to Buy or Sell a Business, 8(11), 1969

102. Franchising, 9(9), 1978

103. Steps to Starting a Business, 10(10), 1979

104. Avoiding Management Pitfalls, 11(5), 1973

105. Financing Small Business, 13(7), 1976

106. Advertising Small Business, 13(8), 1978

107. Cash Flow/Cash Management, 13(9), 1977

108. Personnel Guidelines, 14(2), 1978

109. Beating the Cash Crisis, special issue, 1975

B. Business Profiles

**110. Health Food Stores, 11(2), 1976

**111. Apparel Stores, 12(2), 1978

**112. Restaurants and Food Services, 12(8), 1977

**113. Hairgrooming/Beauty Salons, 12(9), 1977

**114. Auto Supply Stores, 13(5), 1979

**115. Building Contractors, 14(3), 1978

C. Professional Management

**116. Establishing an Accounting Practice, 1975

**117. Establishing a Dental Practice, 1977

**118. Establishing a Medical Practice, 1972

**119. Establishing a Veterinary Practice, 1974

The following relevant Business Profiles are currently out of print but might be obtained from a local library.

**120. Plant Shops, 12(4), 1972

**121. Proprietary Day Care, 11(8), 1973

**122. Bicycle Stores, 12(1), 1974

**123. Building Maintenance Services, 12(3), 1974

AMERICAN ENTREPRENEURS ASSOCIATION

AEA Business Start-up Manuals, around 200 pages. (Available from American Entrepreneurs Association, 2311 Pontius Avenue, Los Angeles, CA 90064, $15.00-$29.50 for members, $19.50-$35.00 for non-members.)

These start-up manuals contain practical instructions on how to start various kinds of small businesses. Written in simple language for adult would-be entrepreneurs, the manuals contain valuable information on such topics as (1) profit potential; (2) start-up expenses; (3) markets;

(4) location; (5) facilities; (6) equipment and fixtures; (7) personnel; (8) advertising and promotion; and (9) operations. Many specific tips for being successful are provided. Some standard general information on business start up and management (e.g., regarding business licenses and insurance) is included in all manuals in Part 2. These materials are not written in instructional format, and no learning activities are included.

These are selected businesses treated in these manuals.

**124. Plant Shop (#2)

**125. Tune-Up Shop (#9)

**126. Gourmet Cheese and Wine (#19)

**127. Bicycle Shop (#22)

**128. Pet Hotel and Grooming Service (#33)

**129. Janitorial Service (#34)

**130. Rent-a-Plant (#49)

**131. Day Care Center (#58)

**132. Computer Store (#84)

**133. Kitchen Remodeling Service (#105)

**134. Women's Apparel Shop (#107)

**135. Energy Loss Prevention (#112)

**136. Salad Bar Restaurant (#119)

**137. Health Food Store (#125)

**138. Secretarial Service (#136)

**139. Flower Shop (#143)

**140. Insulation Contracting (#145)

**141. Telephone Answering Service (#148)

**142. Travel Agency (#154)

**143. Security Patrol Service (#159)

**144. Maid Service (#160)

**145. Family Hair Salon (#170)

**146. Physical Fitness Center (#172)

III. ADDITIONAL REFERENCES

General Entrepreneurship Materials

The following references on small business ownership were reviewed in the course of the AIR Entrepreneurship Project. Based on teachers' and students' needs, these may be useful as additional informational resources.

147. Arkansas State Department of Education, Division of Vocational, Technical and Adult Education. Small business ownership management entrepreneurship: A model for vocational education program development in entrepreneurship. Little Rock, AR: Author, 1978, 560 pages, instructor and student guides--adult.

148. Barnes, E. S., Jacobsen, W. M., & Myszka, M. K. Financial management for a small business: Profit planning tools for entrepreneurs. Madison, WI: University of Wisconsin-Extension, Department of Business & Management, no date, 177 pages, instructor and student guides--adult.

149. Barnes, E. S., Jacobsen, W. M., & Myszka, M. K. Marketing for a small business: Analysis and strategy for entrepreneurs. Madison, WI: University of Wisconsin-Extension, Department of Business and Management, no date, 175 pages, instructor and student guides--adult.

150. Baty, G. B. Entrepreneurship: Playing to win. Reston, VA: Reston Publishing Company, 1974, 321 pages, adult textbook.

151. Bortz, R. F., & Marshall, J. E. A course of study for conducting a simulated health occupations enterprise. Springfield, IL: State of Illinois Board of Vocational Education and Rehabilitation, August 1972, student guide--junior high school.

152. Broom, H. N., & Longenecker, J. G. Small business management (4th ed.). Cincinnati, OH: South-Western Publishing Co., 1975, 558 pages, college textbook.

153. Canei, R. The art of delegating. Columbus, OH: Ohio Distributive Education Materials Lab, Ohio State University, 1975, 129 pages, instructor's guide--adults.

154. Chapman, E. N. Supervisor's survival kit: A mid-management primer (2nd ed.). Palo Alto, CA: Science Research Associates, 1975, 191 pages, college/adult textbook.

155. DiPlacido, P. E., et al. An analysis of the small business managing occupation. Columbus, OH: Ohio State University, Ohio State Department of Education and Trade & Industrial Education Instructional Materials Lab, Division of Vocational Education, 1975, 120 pages, task analysis. (ERIC ED 107-982)

156. Dun & Bradstreet. The business failure record. New York: Author, 1979, 15 pages, statistical tables.

157. Dun & Bradstreet. Cost of doing business: Corporations. New York: Author, 1978, 5 pages, statistical tables.

158. Dun & Bradstreet. Key business ratios: 1977 statistics from 125 lines of retailing, wholesaling, manufacturing, and construction. New York: Author, 1978, 11 pages, statistical tables.

159. Evans, R. N., et al. Methods and materials for entrepreneurship education: Phase I. Urbana, IL: University of Illinois, Department of Voc/Tec Education, 1978, 22 pages, final report. (ERIC ED 164-806)

160. Everhardt, R. Cases for marketing and distribution. Columbus, OH: Ohio State University, Distributive Education Materials Laboratory, 1972, 155 pages, instructor's guide--secondary.

161. Everhardt, R., et al. Small business advertising. Columbus, OH: Ohio State University, Distributive Education Materials Lab, 1976, 191 pages, instructor's guide--secondary.

162. Frost, T. S. Where have all the woolly mammoths gone? A small business survival manual. West Nyack, NY: Parker, 1976, 150 pages, informal adult textbook.

163. Galanoy, T. Grooming new age entrepreneurs: How to become successful in business in two easy weekends. New Realities, 1978, II(2), 48-52, journal article.

164. Hornaday, J. A., & Aboud, A. Characteristics of successful entrepreneurs. Personnel Psychology, 1971, 24, 141-153, journal article.

165. Hornaday, J. A., & Bunker, C. S. The nature of the entrepreneur. Personnel Psychology, 1970, 23, 47-54, journal article.

166. Hosmer, W. A., Tucker, F. L., & Cooper, A. C. Small business management: A casebook. Homewood, IL: Richard D. Irwin, Inc., 1966, 605 pages, college textbook.

167. Jessup, C., & Chipps, G. The woman's guide to starting a business. New York: Holt, Rinehart, and Winston, 1976, 335 pages, informal adult textbook.

168. Kalangi, C. J., et al. The development of entrepreneurs through vocational education: Introduction to entrepreneurship, modularized instructional units. Columbus, OH: Ohio State University, Center for Vocational Education, 1975, 286 pages, instructor's guide--postsecondary. (ERIC ED 142-770)

169. Liles, P. R. New business ventures and the entrepreneur. Homewood, IL: Richard D. Irwin, Inc., 1974, 517 pages, college textbook.

170. Loen, R. O. Manage more by doing less. New York: McGraw-Hill, 1971, 254 pages, adult textbook.

171. National Commission on Resources for Youth. New roles for youth in the school and the community (Chapter 5: Youth as entrepreneurs). New York: Citation Press, 1974, pages 102-132, program descriptions.

172. Ohio State University. Could you manage a business? Columbus, OH: OH: Ohio State University, Instructional Materials Lab, Trade and Industrial Education Services, 1973, 26 pages, bulletin board materials--secondary.

173. Ohio State University. Economics and marketing, LAP #2: Economic goods and services. Columbus, OH: Ohio State University, Interstate Distributive Education Curriculum Consortium, 1979, instructor and student guides--secondary.

174. Ohio State University. Special packages, instructional resources for vocational education: Entrepreneurship (4 vols.). Columbus, OH: Ohio State University, National Center for Research in Vocational Education, 1978, 191 pages, bibliography.

175. Parma City School District. Calculator: Owning a small business. Parma, OH: Author, no date, student guide--secondary. (ERIC ED 160-869)

176. Persons, E. A., & Swanson, G. I. Small business management: Development, demonstration, and evaluation of management education programs for small business entrepreneurs, including minorities (5 vols.). St. Paul, MN: University of Minnesota, Division of Agricultural Education, 1976, 1149 pages, instructor and student guides--adult.

177. Pickle, H. B., & Abrahamson, R. L. Small business management. New York: John Wiley & Sons, 1976, 487 pages, college textbook.

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198. Wells Fargo Bank. What does a bank look for in considering business loans? and Minority business loans, 1979, 7 and 15 pages, pamphlets.

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Business-Specific References

The following materials were used in conjunction with the materials described in Section II and personal interviews of entrepreneurs to develop AIR's 35 business-specific modules in the Getting Down to Business series. They contain valuable information about how to start and manage specific small businesses. The seven vocational disciplines are listed below (in alphabetical order) followed by references describing businesses related to each discipline. Specific businesses treated in each reference are listed in parentheses after the citation.

Agriculture

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Business and Office

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Distributive Education

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214. Grandma's bread shop. Entrepreneur, May 1979, pp. 7-17 (specialty food store).

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216. Hochstein, M. Travel agencies have to grow up fast. Venture, Januuary 1980, pp. 34-38 (travel agency).

217. Null, G. Profitable part-time home-based businesses: How you can make up to $150 a week extra income. New York: Pilot Books, 1971 (personal services; also day care, home attendant, catering).

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219. Tolman, R. Fashion marketing and merchandising. Bronx, NY: Milady Publishing Company, 1974 (apparel store).

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Health

221. Barnaby, F. W. The wheelchair transporter. La Jolla, CA (P.O. Box 2653): Author, 1980 (wheel chair transportation).

222. Werner, L. Make fat profits from fitness: Open an exercise studio. Working Woman, October 1979, pp. 26-27 (health spa).

Occupational Home Economics

223. Donovan, S. Success story, Ninfa Laurenzo: Beating the odds in the restaurant business. Working Woman, March 1980, pp. 17-20 (restaurant).

224. Hatchett, M. S. Food service management. Austin, TX: University of Texas at Austin, Continuing Education, 1975 (restaurant).

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226. Wills, A. Professional housecleaning services: Cleaning up for cash. Working Woman, December 1979, pp. 24-25 (housecleaning service).

Technical

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Trades and Industry

231. Crouse, W. H. Automotive service business: Operation and management. New York: McGraw-Hill, 1973 (auto repair).

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233. IEA member strikes oil without drilling. Entrepreneur, December 1978, pp. 42-43 (auto repair).

234. Oklahoma State Department of Vocational and Technical Education. Vocational trade and industrial education: Professional cosmetology practices. Stillwater, OK: Author, 1978 (cosmetology).

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237. Tezak, E. J. Successful salon management for cosmetology students. Bronx, NY: Milady Publishing, 1973 (cosmetology).

238. Tune-up manual sparks success. Entrepreneur, June 1979, p. 42 (auto repair).

239. Weinstein, F. Beauty salons: Big bucks in the beauty biz. Working Woman, May 1979, pp. 23-24 (cosmetology).

IV. INSTITUTIONS

The following institutions are currently promoting entrepreneurship through the development or dissemination of relevant materials.

American Association of Community and Junior Colleges, Center for Women's Opportunities, 1 Dupont Circle, Suite 410, Washington, DC 20036.

American Entrepreneurs Association, 3211 Pontius Avenue, Los Angeles, CA 90064, (800) 421-2345 or (800) 352-7449 (California residents).

American Institutes for Research, Entrepreneurship Project, P.O. Box 1113, 1791 Arastradero Road, Palo Alto, CA 94302, (415) 493-3550 (contact Carol B. Kaplan).

American Vocational Association, Youth Enterprise Project, 2020 North 14th Street, Arlington, VA 22201, (703) 522-6121 (contact Roni Posner).

Bank of America, Department 3120, P.O. Box 37000, San Francisco, CA 94137, (415) 622-8277.

CRC Education and Human Development, Inc., 26 Brighton Street, Belmont, MA 02178, (617) 489-3150.

Dun & Bradstreet, Department of Public Relations and Advertising, 99 Church Street, New York, NY 10007, (212) 285-7000.

Entrepreneurship Institute, 90 East Wilson Bridge Road, Suite 247, Worthington, OH 43085, (614) 885-0585.

ERIC Document Reproduction Service, P.O. Box 190, Arlington, VA 22210, (703) 841-1212.

Junior Achievement, Inc., 550 Summer Street, Stamford, CN 06901, (203) 359-2970 (contact Richard Maxwell, President).

National Council for Small Business Management Development, University of Wisconsin Extension, 929 North 6th Street, Milwaukee, WI 53203, (414) 224-1891.

National Network for Curriculum Coordination in Vocational and Technical Education (NNCCVTE), East Central Curriculum Management Center, Building E-22, Sangamon State University, Springfield, IL 62708 (contact Rebecca Douglass). (Other centers are located in New Jersey, Mississippi, Oklahoma, Washington, and Hawaii.)

Ohio State University, National Center for Research in Vocational Education, 1960 Kenny Road, Columbus, OH 43210, (800) 848-4815.

Pepsico, Purchase, NY 10577, (914) 253-2300, ext. 3225 (contact H. Naylor Fitzhugh, Marketing/Corporate Relations Consultant).

Robert Morris Associates, 1616 Philadelphia National Bank Building, Philadelphia, PA 19107, (215) 665-2850.

Small Business Administration, Public Communications, 1441 L Street N.W., Washington, DC 20416, (202) 653-6365 (or contact your local district office).

U.S. Department of Commerce, Minority Business Development Agency, Research and Information Office, Room 5714, Washington, DC 20230, (202) 377-2414.

U.S. Government Printing Office, Superintendent of Documents, Washington, DC 20402, (202) 783-3238 (or contact your local district office).

University of Illinois, Department of Vocational and Technical Education, College of Education, 51 East Armory, Champaign, IL 61820, (217) 333-1298 (contact Thomas J. Scanlan).

University of Minnesota, Department of Vocational-Technical Education, 130 Classroom-Office Building, 1994 Buford Avenue, St. Paul, MN 55108, (612) 373-1020 (contact Dr. Edgar Persons).

University of Wisconsin, Department of Continuing and Vocational Education, 264 Teacher Education Building, 225 North Mills Street, Madison, WI 53706 (contact William Jacobsen).

V. INDEX TO BUSINESS-SPECIFIC REFERENCES

Listed below are specific types of small businesses for which entrepreneurship materials were identified. After each business, numbers of relevant references listed in this guide are given.

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Agriculture, General: 200

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PROJECT PRODUCTS

Entrepreneurship Training Components

Vocational Discipline	Module Number and Title
General	Module 1 - Getting Down to Business: What's It All About?
Agriculture	Module 2 - Farm Equipment Repair
	Module 3 - Tree Service
	Module 4 - Garden Center
	Module 5 - Fertilizer and Pesticide Service
	Module 6 - Dairy Farming
Marketing and Distribution	Module 7 - Apparel Store
	Module 8 - Specialty Food Store
	Module 9 - Travel Agency
	Module 10 - Bicycle Store
	Module 11 - Flower and Plant Store
	Module 12 - Business and Personal Service
	Module 13 - Innkeeping
Health	Module 14 - Nursing Service
	Module 15 - Wheelchair Transportation Service
	Module 16 - Health Spa
Business and Office	Module 17 - Answering Service
	Module 18 - Secretarial Service
	Module 19 - Bookkeeping Service
	Module 20 - Software Design Company
	Module 21 - Word Processing Service
Occupational Home Economics	Module 22 - Restaurant Business
	Module 23 - Day Care Center
	Module 24 - Housecleaning Service
	Module 25 - Sewing Service
	Module 26 - Home Attendant Service
Technical	Module 27 - Guard Service
	Module 28 - Pest Control Service
	Module 29 - Energy Specialist Service
Trades and Industry	Module 30 - Hair Styling Shop
	Module 31 - Auto Repair Shop
	Module 32 - Welding Business
	Module 33 - Construction Electrician Business
	Module 34 - Carpentry Business
	Module 35 - Plumbing Business
	Module 36 - Air Conditioning and Heating Service

Related Resources

Resource Guide of Existing Entrepreneurship Materials

Handbook on Utilization of the Entrepreneurship Training Components